



NOVA SCOTIA

Service Nova Scotia and Municipal Relations

Statement of Mandate
2014-2015

March 24, 2014

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Message from the Minister, Deputy and Acting CEO

We are pleased to present the 2014–2015 Statement of Mandate for Service Nova Scotia and Municipal Relations. With a structural change to the department on the horizon, our department will become two new organizations—the Department of Municipal Affairs and a new agency, Service Nova Scotia.

Through these changes, our role will be to continue working with municipalities, citizens and businesses to deliver a diverse range of programs. This will allow us to provide even better tools and guidance—creating strong communities across the province, and better quality service to Nova Scotians while cutting red tape for businesses.

We'll also be expanding our focus by adding two new programs: The Emergency Management Office and The Office of the Fire Marshal, both of which bring important services to all Nova Scotians.

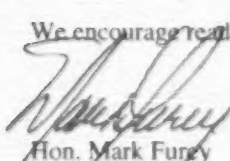
We're ready for an exciting new year, concentrating on the unique challenges facing Nova Scotians and municipalities. With a renewed focus and vision, our department will continue its progress to meet the department's determined AIMS and priorities.

Highlights for the 2014-2015 fiscal year include:

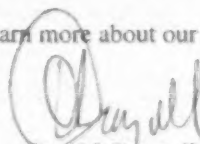
- Partnering with federal and municipal governments to improve municipal infrastructure that supports a healthy lifestyle.
- Supporting municipal infrastructure projects to better position municipalities and communities to attract business and investments.
- Continuing to administer heating and energy assistance rebate programs in an efficient and timely manner.
- Continuing the implementation of the Fiscal Review Report for Nova Scotia municipalities.
- Working with other Atlantic Provinces in the procurement of a Photo ID Issuance Service and Ignition Interlock Devices.
- Expanding citizen and business online services through the Access to Business (A2B) and Access for Citizens (A4C), making the service delivery more client friendly.

Through these initiatives, and many others, we will work hard to make a difference in the lives of all Nova Scotians and deliver on the priorities identified in this Statement of Mandate.

We encourage readers to learn more about our department by visiting www.gov.ns.ca/snsmr/



Hon. Mark Fursey
Minister



Dan McDougall
Deputy Minister



Scott Farmer
Acting CEO Service Nova Scotia

Looking Ahead

As of April 1, 2014, Service Nova Scotia and Municipal Relations will become two entities – the new Department of Municipal Affairs and a new office, called Service Nova Scotia. Minister Furey will continue to be responsible for both Service Nova Scotia and for the Department of Municipal Affairs. Dan MacDougall will take on the role of Deputy Minister, Municipal Affairs; and an interim CEO, Scott Farmer, will lead Service Nova Scotia until the completion of an open search.

The Department of Municipal Affairs will bring more focus to the unique challenges facing Nova Scotia's municipalities. This action will demonstrate to municipalities the importance of strong municipal relations to the government and allow government to provide better tools and guidance to create strong communities across the province.

Service Nova Scotia will transition to an agency with a client advisory board. Its mandate will be to provide better quality service to Nova Scotians and to focus on cutting red tape for businesses.

This document was developed to reflect the current structure of the Department. Outcomes, measures and priorities were crafted as though there was no change to the Department by creation of the new organizations. This Statement of Mandate acknowledges that some of the functions will be delivered by Municipal Affairs, and some by Service Nova Scotia, and we have sought to reflect this throughout the document. It is our expectation that there will continue to be close collaboration between Service Nova Scotia and the new Department of Municipal Affairs. The Accountability Reports derived from this Statement of Mandate will be revised to reflect the new organizational alignment.

Strategic Framework

MISSION

Service Nova Scotia & Municipal Relations delivers services to citizens, businesses and municipalities and administers a diverse range of programs for the public good.

VISION

We are a client-focused organization that makes a valued difference in the lives of Nova Scotians.

AIMS

1. To achieve the highest quality program outcomes
2. To make it simple for citizens, businesses and municipalities to interact with government
3. To make SNSMR a great place to work
4. To continuously improve the efficiency of programs and services

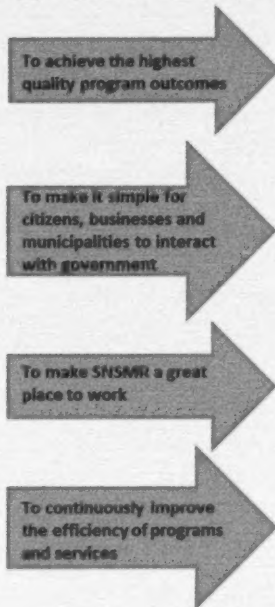
KEY INITIATIVES

	Citizen	Business	Municipality
Key Initiatives	Consumer Protection Strategy	Better Business	10-Yr Intergovernmental Strategic Plan
	Access 4 Citizens	Access 2 Business	Fiscal Review
	Employee Engagement Strategy		
	3 year Productivity Plan		

Government Priorities and Department Aims

Guided by the Governments Priorities and our Departmental Aims, Service Nova Scotia & Municipal Relations (SNSMR) delivers services to citizens, businesses and municipalities administering a diverse range of programs for the public good. Our success as a client focused organization is measured in the valued difference we make in the lives of Nova Scotians.

Departmental AIMS



We are a client focused organization that makes a valued difference in the lives of Nova Scotians

Government Priorities

- Consumer-focused energy solutions including a regulated, competitive energy market
- Prosperous businesses of all sizes - creating jobs across the province
- Responsible fiscal management
- Investing in student success with a renewed and strengthened education system
- Accessible, responsive healthcare
- Helping all Nova Scotians meet their fullest potential by supporting vulnerable communities – seniors, disabled.

To support the Government Priority of “*Accessible, responsive healthcare*” SNSMR will:

Service Nova Scotia:

- Review the *Liquor Control Act* to ensure the safe consumption of alcohol by maintaining a risk-based inspection system.
- Continue the focus on stopping the sale and distribution of illegal tobacco which in turn will reduce long term health care costs.
- Work in partnership with Health & Wellness to effectively regulate e-Cigarettes.

Municipal Affairs:

- Continue to support a healthier, more active Nova Scotia through the Thrive! Initiative. This includes leading the development of a Healthy Communities’ Statement of Provincial

Interest which will assist in creating environments for healthy eating, physical activity and active forms of transportation.

- Partner with federal and municipal governments to improve municipal infrastructure that supports a healthy lifestyle.

To address the Government Priority of “*Prosperous businesses of all sizes - creating jobs across the province*” SNSMR will:

Service Nova Scotia:

- Continue the transformation of how government services are offered to Nova Scotia businesses by expanding and improving the Access to Business online service. By partnering with other provincial departments, programs and agencies as well as municipalities, the Department will grow the service offerings available on Access to Business:
 - More license and permit applications and renewals,
 - Economic development (funding/grants) applications/information,
 - Industry sector bundles,
 - Business profile management
- Engage the small and medium-sized business community in Nova Scotia to ensure that the development of online service options meet their changing needs and are accessible to all business clients.
- Work with the Restaurant and Accommodations industry sector to identify and implement service improvements via “bundles” of services specific to the sector. These bundled service improvements will result in cost savings for both businesses and government, including municipal partners.
- Review and revise mortgage broker and lender regulation where necessary, to ensure consumer protection, without putting an unreasonable burden on the industry.
- Work with the Department of Finance to ensure that Uvint & Ubrew operations can be licensed and regulated.

Municipal Affairs

- Support municipal infrastructure projects that will better position municipalities and communities to attract business and investments.
 - Including improvements to wastewater treatment, and water quality
 - Improved public transit.

SNSMR will address the government priority “**Helping all Nova Scotians meet their fullest potential by supporting vulnerable communities – seniors, disabled**” by:

Service Nova Scotia:

- Working to ensure continued appropriate consumer protection under the *Consumer Protection Act*, Payday Loans Regulations and regular lender inspections.

- Implementing reforms governing collection and debt management companies to provide better protection for citizens particularly in the area of debt settlement activities.
- Recommending changes to the *Condominium Act* to address operational issues and enhance consumer protection.
- Continuing to administer heating and energy assistance rebate programs in an efficient and timely manner. Ensuring that all forms and requirements relating to these programs are communicated clearly so that those in need know where to get assistance.
- Recommending changes to the *Direct Sellers Regulation Act* to strengthen enforcement provisions in response to marketplace concerns.
- Recommending legislative changes to the *Societies Act* that meets the needs of the non-profit sector, which in turn, provides support to vulnerable communities.

Improving SNSMR's program and service efficiency will also address the government priority for "**Responsible Fiscal Management**":

Service Nova Scotia:

- Continue to expand Corporate Collection Program to assist all client departments, programs, governmental units and the MUSH (municipalities, universities, schools and hospitals) sector by working with clients to customize payment plans so that they can meet their obligations in a reasonable manner.
- Work with other Atlantic Provinces in the procurement of a Photo ID Issuance Service and Ignition Interlock Devices. Utilizing the purchasing power of the four Atlantic Provinces will allow for more secure and robust systems and enables purchasing in the most cost effective manner.

Municipal Affairs:

- Continue to work with municipalities and the Union of Nova Scotia Municipalities (UNSM) to provide guidelines and develop a strategic approach to climate change adaptation that is aimed at building capacity, resilience, and reducing the costs associated with climate-related damages (Municipal Climate Change Action Plan).
- Implementation of the Financial Condition Index (FCI), a web-based dashboard that provides a summary of municipal financial condition in the areas of revenue, budget (expenditures), and debt / capital. The FCI applies a threshold to 15 financial indicators to identify areas that the municipality should focus on in terms of issue identification, mitigating risks, and long term planning.
- Continue the implementation of the Fiscal Review Report- a dynamic document focused on aligning municipal and provincial priorities in the area of revenues, expenditures, non-financial supports as well as grant portfolios.

Initiatives Supporting the Departmental AIMS

In addition to pursuing initiatives that will support the Government Priorities, Service Nova Scotia and Municipal Relations will work to make a valued difference in the lives of Nova Scotians through our four departmental aims.

Improving SNSMR's ability to meet the needs of our citizens, businesses and municipalities through efforts: **"To make SNSMR a great place to work"**.

- Analyzing the 2013 Employee Engagement Survey and seeking additional feedback from employees to develop plans for a SNSMR Employee Engagement Strategy.
- Develop and implement a Healthy Workplace Program that will continue to improve a healthy and safe culture and responding to employee needs by promoting healthy attitudes and maintaining a productive workplace environment.

To achieve the highest quality program outcomes SNSMR will:

Service Nova Scotia:

- Undertake foundational work to support a comprehensive Consumer Protection Strategy. This work will include developing strategic priorities for the Consumer Protection Program to identify areas where enforcement frameworks could be enhanced and identify areas where government regulation could be scaled back or removed completely.
- Continue to evolve Enterprise Project and Portfolio Management capabilities to ensure that the highest priority projects are being completed and the expected outcomes are achieved.
- Continue to improve policy, procedures, processes, management oversight, risk management and training
- Update and improve the regulatory functioning of the *Embalmers and Funeral Directors Act*, and the *Cemetery and Funeral Services Act* to address issues with regard to pre-arranged funeral plans and to improve consumer protection through the introduction of a Code of Ethics for the funeral sector.

Municipal Affairs:

- Work with Municipalities to develop capacity – to attract and retain qualified staff through assistance with training and a comprehensive review of municipal education support framework through the Education Committee.
- Develop trusted relationships with Municipal Officials by:
 - Working collaboratively with the Union of Nova Scotia Municipalities (UNSM) and the Association of Municipal Administrators (AMA) to develop a 10 year strategic plan for municipal government in Nova Scotia.
 - Regular interactions through Minister's Round Table Tour.
 - Regular meetings with the AMA and the UNSM.
 - Developing a strategy to enhance municipal profile across government.

- Administer grants through the delivery of programs like:
 - Community Accessibility
 - Legions Capital Assistance

To make it simple for citizens, businesses and municipalities to interact with government SNSMR will:

Service Nova Scotia:

- Replace and modernize the Registry of Joint Stock Companies (RJSC) back-end system, and in doing so identify and implement business process improvements with the program. A new RJSC system and improved processes will enable the delivery of more business client services online, in a self-service manner.
- Expand and implement improvements to online services for citizens.
- Continue to seek opportunities to establish driver's licenses reciprocal agreements.
- Simplify processes by implementing E-Filing for International Fuel Tax Agreement (IFTA) Carriers and modernizing the NSIFTE (Nova Scotia Indian Fuel Tax Exemption) system to allow for real-time transaction processing.
- Work with the Automobile Dealer Services Improvement Working Group to improve vehicle titling and permitting services by providing online service.
- Provide consistent, accurate, timely geographic data by establishing/enhancing the information available on a provincial portal, bringing the expertise, knowledge and experience of 30 provincial contributors together on one site.

Municipal Affairs:

- Augment the current technology in place today to improve data quality, consistency, and reporting times for the Municipal Reporting System.

To continuously improve the efficiency of programs and services SNSMR will:

Service Nova Scotia:

- Develop and manage the 3 Year Productivity Plan.
- Expand the use of the Business Number as a unique identifier for business within the business community.
- Broaden citizen and business online services through the Access to Business (A2B) and Access for Citizens (A4C) work to streamline access to government services for all Nova Scotians. Key objectives are to increase the use of the online channel and make service delivery more client friendly. Services will also be delivered in a more cost effective and efficient way, and assist in increasing overall program compliance.
- Enable the validation of death information with other government departments (this is in progress under the A4C portfolio). This will provide electronic validation of death

information with other government programs to improve accuracy of information presented, increase the efficiency of services delivered and enhance the security of information.

- Continue to invest in IT infrastructure to improve the availability of RMV services. Improved availability of the RMV application will benefit RMV and Access Centre clients and partners such as law enforcement and other jurisdictions that rely on access to RMV information.
- Relocate a portion of the Contact Centre from Maritime Centre to Dartmouth to both meet operational requirements and support SNSMR's Business Continuity Plan and ensure the Department' is positioned to answer public enquiries in times of crisis.
- Modernize the Nova Scotia Coordinate Referencing System (NSCRS), a network of survey monuments that supports the surveying and mapping disciplines in the province. GPS technology will be integrated into the survey monument network and an operational strategy will be developed to sustain the asset.

Budget Context

<i>Service Nova Scotia and Municipal Relations*</i>			
	<i>2013-2014 Estimate</i>	<i>2013-2014 Forecast</i>	<i>2014-2015 Estimate</i>
<i>Program & Service Area</i>	<i>(\$thousands)</i>	<i>(\$thousands)</i>	<i>(\$thousands)</i>
<i>Total Program Expenses:</i>	247,315	264,031	-
<i>Senior Management</i>	790	768	-
<i>Service Delivery</i>	37,473	36,087	-
<i>Municipal Relations</i>	146,208	168,603	-
<i>Alcohol and Gaming</i>	5,042	4,964	-
<i>Strategy and Corporate Services</i>	27,286	29,577	-
<i>Program and Registry Management</i>	30,516	24,032	-
<i>Total Program Expenses</i>	247,315	264,031	-
<i>TCA Purchase Requirements</i>	6,524	4,964	-
<i>Provincial Funded Staff (FTEs)</i>	910	849	-

* As of April 1, 2014 Service Nova Scotia and Municipal Relations is split into Department of Municipal Affairs and Public Vote: Office of Service Nova Scotia.

Municipal Affairs			
	<i>2013-2014 Estimate</i>	<i>2013-2014 Forecast</i>	<i>2014-2015 Estimate</i>
	<i>(\$thousands)</i>	<i>(\$thousands)</i>	<i>(\$thousands)</i>
<i>Program & Service Area</i>			
<i>Total Program Expenses:</i>	-	-	157,592
<i>Senior Management ¹</i>	-	-	638
<i>Municipal Services ¹</i>	-	-	147,392
<i>Emergency Management Office ²</i>	-	-	7,165
<i>Office of the Fire Marshal ³</i>	-	-	2,597
<i>Total Program Expenses</i>	-	-	157,792
<i>TCA Purchase Requirements</i>	-	-	-
Provincial Funded Staff (FTEs)	-	-	71.24

1 Transferred from Service Nova Scotia and Municipal Relations

2 Transferred from Department of Justice

3 Transferred from Labour and Advanced Education

<i>Service Nova Scotia *</i>			
	<i>2013-2014 Estimate</i>	<i>2013-2014 Forecast</i>	<i>2014-2015 Estimate</i>
<i>Program & Service Area</i>	<i>(\$thousands)</i>	<i>(\$thousands)</i>	<i>(\$thousands)</i>
<i>Total Program Expenses:</i>	-	-	102,102
<i>Senior Management</i>	-	-	217
<i>Service Delivery</i>	-	-	36,127
<i>Alcohol and Gaming</i>	-	-	5,089
<i>Strategy and Corporate Services</i>	-	-	32,664
<i>Program and Registry Management</i>	-	-	28,005
<i>Total Program Expenses</i>	-	-	102,102
<i>TCA Purchase Requirements</i>	-	-	8,882
Provincial Funded Staff (FTEs)	-	-	873

* Transferred from Service Nova Scotia and Municipal Relations on April 1, 2014

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Performance Measures

HIGHEST QUALITY PROGRAM OUTCOMES					
OUTCOME	MEASURE / RATIONALE	DATA Base Year	TARGET	TRENDS	Strategic Actions to achieve target
Objective: Development of Viable Local Government					
Outcome	Measure	Base Year:	Annual Target:	Previous year data:	Strategic Actions
●Development of viable local government through alignment of Municipal and Provincial Priorities	% of Municipalities submitting Financial Information by fiscal year date	2010-11 85%	2013-14: 100% 2014-15: 100%	2010-11: 85% 2011-12: 96% 2012-13: 91%	●Improve processes so that information received and work done on the Fiscal Review & 10 Year Intergovernmental Strategy deliver funding in an effective and timely manner ●Better, more accurate information allows for distribution of grants to fund the needs for municipal services.
	% of Municipalities submitting Financial Information by deadline date	2010-11 42%	2013-14: 70% 2014-15: 100%	2010-11: 42% 2011-12: 35% 2012-13: 61%	
	Reports are used for allocating grant funding. Grants are withheld from Municipalities with outstanding reports until they are received.				

Municipal Relations is working in collaboration with its municipal partners on a new reporting tool to assist in assessing the financial health of a municipality. The Financial Condition Index (FCI) tool provides a more in-depth review of a municipalities' performance and will allow for establishment of accountability measures in 2015-16.

Performance Measures

TO MAKE SNSMR A GREAT PLACE TO WORK					
OUTCOME	MEASURE / RATIONALE	DATA Base Year	TARGET 2015-16	TRENDS	Strategic Actions to achieve target
Objective: To Make SNSMR a Top 3 Department in Employee Engagement by 2015					
Outcome ●Employees feel committed to the Department and our AIMS	Measure For 2014-15 SNSMR will measure % completion of the activities for the Employee Engagement Strategy In 2015-16 this measure will migrate to the Employee Engagement Index which is presently measured every 2 years.	Base Year: 2009-10 75	Annual Target: 2014 – 15 – 85% complete Ultimate Target 2015-16 - 71	Previous yYear data Subsequent year data: 2009-10 - 75 2011-12 - 67 2013-14 - 69 NS Government numbers for the same period. 2009-10 – 74 2011-12 – 62 2013-14 – 60	Strategic Actions ●Development of the Employee Engagement Strategy ●Continued focus on OH&S and Wellness
This measure will migrate to the Employee Engagement Index for 2015-16					

Performance Measures

TO CONTINUOUSLY IMPROVE THE EFFICIENCY OF PROGRAMS AND SERVICES					
OUTCOME	MEASURE / RATIONALE	DATA Base Year	TARGET	TRENDS	Strategic Actions to achieve target
Objective: Effective Collection of Government Debts and Distribution of Financial Benefits					
Outcomes	Measure	Base Year:	Annual Target:	Previous year data:	Strategic Actions
● Consolidated centralized collection group ensures that debts owing across government are collected ● More money returned to program areas across Government and the MUSH sector.	Increase in monies returned to program areas through Collection Services	2010-2011 \$16,979,043	2013-14: \$22,585,085 2014-15: \$23,714,339 2015-16: \$24,900,056 <u>Ultimate Target</u> Increase of 45% over base year (2010-11) realized revenue by 2015-16	2011-12: \$19,244,307, 13.3% increase YoY 2012-13: \$21,449,720, 11.5% increase YoY, a 26.3% cumulative increase	Strong performance will come from: ● Process improvements ● Focus on efficiencies gained ● Increased client programs transferring municipal debts to SNSMR

Performance Measures

MAKE IT SIMPLE FOR CITIZENS, BUSINESSES AND MUNICIPALITIES TO INTERACT WITH GOVERNMENT					
OUTCOME	MEASURE / RATIONALE	DATA Base Year	TARGET	TRENDS	Strategic Actions to achieve target
OBJECTIVE: Deliver the majority of interactions online by 2015-16					
Outcome ● Effective delivery of services to business and citizens ● Citizens and Business are able to use online self-service options to manage their interactions with government	Measure Increased uptake in online services* Increase Online transaction offerings	Base Year: 2011-12 608,055 2012-13 3	Annual Target: Increase uptake on online transactions by 10% by 2015-2016 2014-15: 638,457 2015-16: 668,860 Increase online transaction offerings by 3 by 2015-2016	Previous year data: 2012-13: 632,328 2013-14: (As of Dec. 31/13) 450,578	Strategic Actions ● Continued implementation of the Industry Sector Bundle ● Collision Data Management ● Online Vehicle Permit Renewal Advertising ● Online Dealer Services ● Online Employer Abstracts ● Identity & Access Management ● Marketing/Awareness of online services